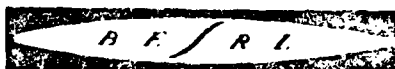


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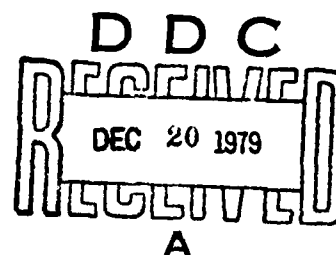
**ANALYSIS OF ARMY RECRUITING SYSTEM--SELECTION
AND TRAINING**

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AND TRAINING.

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ANALYSIS OF ARMY RECRUITING SYSTEM--SELECTION AND TRAINING

→ The U. S. Army Recruiting Command (USAREC) requested BESRL to conduct research on ways of identifying recruiters whose performance is unsatisfactory. A meeting was held to discuss the dimensions of the problem and develop a research strategy. The BESRL representatives were discouraging about the possibilities of finding a selection instrument that would differentiate accurately between effective and ineffective recruiters. Because predictor data for the Recruiter Self-Description Blank (R-SDB) on practicing recruiters were readily available and USAREC representatives felt they could obtain sound criterion ratings, an agreement was reached to do a quick analysis of the R-SDB scores and ratings of effectiveness on the job.

METHOD

R-SDB scores were available at BESRL for 478 men who had taken the inventory since July 1967. A list of the names was provided USAREC, who found that about 80 of the men were currently assigned to recruiting duty.

A rating form was developed (shown in the Appendix) and sent out to be completed for each man. The raters were Recruiting Main Station (RMS) Commander, RMS Senior NCO, Area Supervisor, and Station Commander; the latter two raters were also NCOs. Ratings were completed only by supervisors who personally knew the ratee. In the event more than one rating was received for each man, the average was computed. The product moment correlation between R-SDB scores and the ratings was computed; the scatterplot was also obtained to determine whether any nonlinear relationships might exist.

RESULTS

Completed ratings were obtained for 69 men who had taken R-SDB. An additional eight men who were relieved as ineffective were assigned a rating of 1 (unsatisfactory) for a total of 77 men in the analysis. Of the 69 men with ratings, 40 had only one rating and 29 had more than one. The number of ratings for each type of rater and the average and standard deviation are shown in Table 1.

The ratings tended to average around the midpoint statement of the 5-point scale, "He is as good in recruiting as most men. He does an effective job." There was also a high degree of agreement among the raters when two or more rated the same man; generally, they agreed or chose adjacent statements. The statements checked were often supported by observations recorded in the comments section of the form. There is no reason to question the use of the rating as a criterion by which to judge the effectiveness of R-SDB.

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Table 1
MEANS AND STANDARD DEVIATIONS OF RATINGS
ON RECRUITER EFFECTIVENESS

Type of Rater	Number of Ratings	Mean Rating	Standard Deviation
RMS Commander	24	3.3	1.3
RMS Senior NCO	39	2.9	1.3
Area Supervisor	43	3.2	1.4
Station Commander	10	3.1	1.3

Table 2
JOINT FREQUENCY BETWEEN RECRUITER SELF-DESCRIPTION
BLANK AND RATINGS ON JOB PERFORMANCE

Job Rating	R-SDB Score			Total N
	100-124	125-134	135-150	
Excellent	3	5	5	13
Mid-Range	11	20	12	43
Ineffective or Unsatisfactory ^a	11	5	5	21
Total	25	30	22	77

^a Eight men relieved as ineffective were assigned ratings of 1 (Unsatisfactory)

The relationship between ratings and R-SDB is shown in Table 2. Of the 77 men for whom some measure of job effectiveness was available, 21 (27%) were rated as unsatisfactory or had been relieved from recruiting duty. Of the ineffective recruiters, slightly more than half (11 of 21) scored 124 or below on R-SDB. But about one-quarter of the mid-range and excellent recruiters also scored 124 or below. The numbers shown in Table 2 reflect a correlation coefficient of about .20.

Two questions were considered: 1) How useful would the R-SDB be as a selection instrument? and 2) What kinds of data can be collected to analyze the effectiveness of the total process of selecting, training, and utilizing recruiters?

R-SDB AS A SELECTION INSTRUMENT

The usefulness of a test with a validity coefficient of .20 is indicated by the distributions in Table 2. Its usefulness depends on 1) how many applicants there are for each training or job opening, 2) the costs associated with putting unsuccessful men in the field as recruiters, and 3) cost of keeping potentially good recruiters out of training and recruiting duty. If the number of applicants is significantly greater than the number of openings, then, all other things being equal, R-SDB could be used as a screen. For example, if the number of applicants were twice as large as the number of recruiters to be selected, then the number of successful recruiters would be increased by about 10% if the top half of the men on R-SDB were accepted for training. Note though that in this example the gain of 10% can be realized only by keeping 50% of the applicants out of duty assignments as recruiters.

A critical question concerns the relative cost of putting an ineffective recruiter on the job versus keeping a potentially good recruiter out of recruiting duty. On the one hand, an ineffective recruiter may be so expensive that potentially ineffective men should be kept out of recruiting duty, even if it means that many potentially good recruiters would also be kept out. On the other hand, a potentially good recruiter may be so valuable that almost everyone should be given a chance to prove his ability. Misfits can be relieved from duty as they demonstrate their ineffectiveness. The balancing of costs and gains can be estimated from a knowledge of the recruiting system.

The low validity of R-SDB indicates that the scores are not especially accurate measures of ability to succeed as recruiters. Any decisions about the use of R-SDB would have to take into account both the ratio of applicants to openings and the relative costs of ineffective performance on the job versus keeping potentially good recruiters from demonstrating their worth. A careful consideration of the various factors is required before a wise policy decision about R-SDB can be made.

SYSTEMS ANALYSIS OF RECRUITING

Effective recruiting is a complex function of utilizing the right man with appropriately developed competencies in a job environment where he can exercise his abilities. The desired outcome of job performance thus requires close coordination of selection, training, and utilization. Each of these three phases is critical in producing effective recruiting, and the three must be studied as an interacting system to obtain an adequate understanding of the conditions that lead to effective performance. The focus of systems analysis is on individual performance in each phase and on the relationship of performance in each phase to performance in the other phases. The desired outcome is that the selection procedures identify the individuals who can profit from training, which in turn develops the skills, knowledge, attitudes, and values required for tasks essential to recruiting. Consistency of performance is implied by the continuity from selection through training to utilization.

The study of this system should start with determining dimensions of the recruiting job. Job questionnaires and interviews can provide valuable information about the tasks recruiters perform--how much time is spent on them, how critical they are, how difficult they are, and how much and what kinds of supervision is provided. The job environment also must be studied for its effect on the incumbent's opportunity to do a good job. For example, territory, economic conditions in the civilian sector, and living conditions are important factors in effective recruiting. It can readily be seen that recruiting involves a composite of utilization problems, some common to all recruiter jobs and others specific to given assignments.

As the dimensions of recruiting activities and environments are more clearly understood, then the training program can be examined to determine the appropriateness of the training tasks. Research on the development of selection instruments to identify individuals can best be undertaken once more is known about the demands of training and job performance.

In summary, a systems analysis of recruiting is proposed which would involve the following steps:

1. Collection of information about job duties from recruiters and supervisors. The dimensions of recruiting jobs in different environments can be determined, along with the perceived relevance of training and quality of performance.
2. Analysis of training curriculum and its relation to performance on the various dimensions of recruiter jobs.
3. Research to develop selection instruments and procedures that would identify individuals with potential for recruiting.

APPENDIX

RATING FORM FOR RECRUITERS

Name of Ratee _____

These ratings are to be used for research purposes only. In accomplishing these ratings, it is essential that the following conditions be observed:

- a. The raters accomplishing these ratings will work independently of one another.
- b. The evaluations will not be made known to command channels and will not be used as a basis for any personnel action.

Compare the ratee with all other recruiters that you have known. Then check the statement that you think best describes the ratee.

_____ He is a very good recruiter, one of the best I have known.

_____ He is better in recruiting than most men. His performance exceeds what is expected.

_____ He is as good in recruiting as most men. He does an effective job.

_____ He is not as good in recruiting as most men, but he usually does an adequate job.

_____ He is not a good recruiter. His performance is generally unsatisfactory.

Comments: (Including incidents on which evaluations are based) _____

Rater's Signature _____

Grade _____

Relation to Ratee: Area Supervisor _____

Co-worker _____

Other (specify) _____

Date _____